

DEPARTMENT OF HEALTH AND HUMAN SERVICES
THE SECRETARY'S QUALITY OF WORK LIFE SURVEY ON
ORGANIZATIONAL CLIMATE

Human Resource Management Index

Results for Organization Code
12

Indian Health Service

Report for the
INDIAN HEALTH SERVICE
(HHS Organization Code 12)

**This section provides an overall summary of
responses from the 1486 IHS employees who
responded to the HRMI 2000 survey.**

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HUMAN RESOURCE MANAGEMENT (HRM) INDEX

Introduction

The HRM Index summarizes employee descriptions of their work environment. The Index is derived from responses to a carefully selected set of questions (1 through 14 on the survey) about how effectively people's time, energies, ideas, and abilities are used. The questions gather information about the following areas important to organizational performance.

- | | |
|--|-----------------------------|
| o Effectiveness of Management Practices | o Planning and Organization |
| o Employee Feelings About the Organization | o Delegation of Authority |
| o Use of Employee's Abilities | o Co-Worker Cooperation |
| o Group Effectiveness as Seen by Others | o Performance Feedback |
| o Morale | o Communication |
| o Fairness of Management | o Operational Efficiency |
| | o Climate for Innovation |
| | o Need for Change |

Responses to the individual questions are combined, and the Index is reported on a three-point scale (low, average, or high) showing how your component stands relative to the total organization surveyed. Questions 15 through 20 on the survey are specific to HHS and do not contribute to the HRM Index; however, data on responses to these questions can be used to track how employees describe these aspects of their work environment.

Putting Things in Context

It is helpful to view your HRM Index results in the context of the larger organization of which you are a part. Comparing the Index and data on individual questions between your component and the organization as a whole will help you understand how your component varies from the norm. You may find that your component has different strengths and/or weaknesses than the organization.

In addition, HHS has measured employee perceptions over time using the HRM Index, and trend lines for the total organization and major components have been developed. In analyzing your results, you should also consider the trends. Is there movement up or down, or have things remained stable? What might be influencing the trends? If your component has a trend line, how does it compare to that of the entire organization?

Overall Results

Based on the responses of 1486 employees, the HRM Index for your component was low compared to the total organization surveyed. This means that employees here viewed work processes, policies, procedures, and behaviors less positively than did employees in the organization as a whole. Thus, changes may be warranted. While data on responses to individual questions must be interpreted cautiously, they can provide additional information for problem solving.

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Analysis of the responses to individual questions indicated that your component had relative strengths in the following areas.

- o Use of Employee's Abilities, Item 3
- o Performance Feedback, Item 10
- o Delegation of Authority, Item 8

The following areas most contributed to the low Index score. Consider using this data to provide topics for discussion and problem solving on how to improve work management in your component.

Item 6. Are people treated fairly with regard to training opportunities, length of lunch periods, leave, etc.? (Fairness of Management)

29% of the employees said they were only sometimes or rarely treated fairly in such matters.

Item 5. Are there any signs of employee discontent (sick leave abuse, complaints, or arguments) in your work group? (Morale)

49% of the employees said that there were some or quite a lot of signs of discontent in their group.

Item 9. Do the people in your work group share their expertise, knowledge, and skill to help get the work out? (Co-Worker Cooperation)

50% of the employees said that there was only some or little such sharing.

Since the HRM Index is based on employee input, sharing these results with employees is a logical next step. Involving employees in follow-up discussions will help define what these results mean and help determine whether further action is needed. Following up on the results, and involving employees in that process, can lead to higher levels of performance and work satisfaction and can have important long-term benefits for your organization.

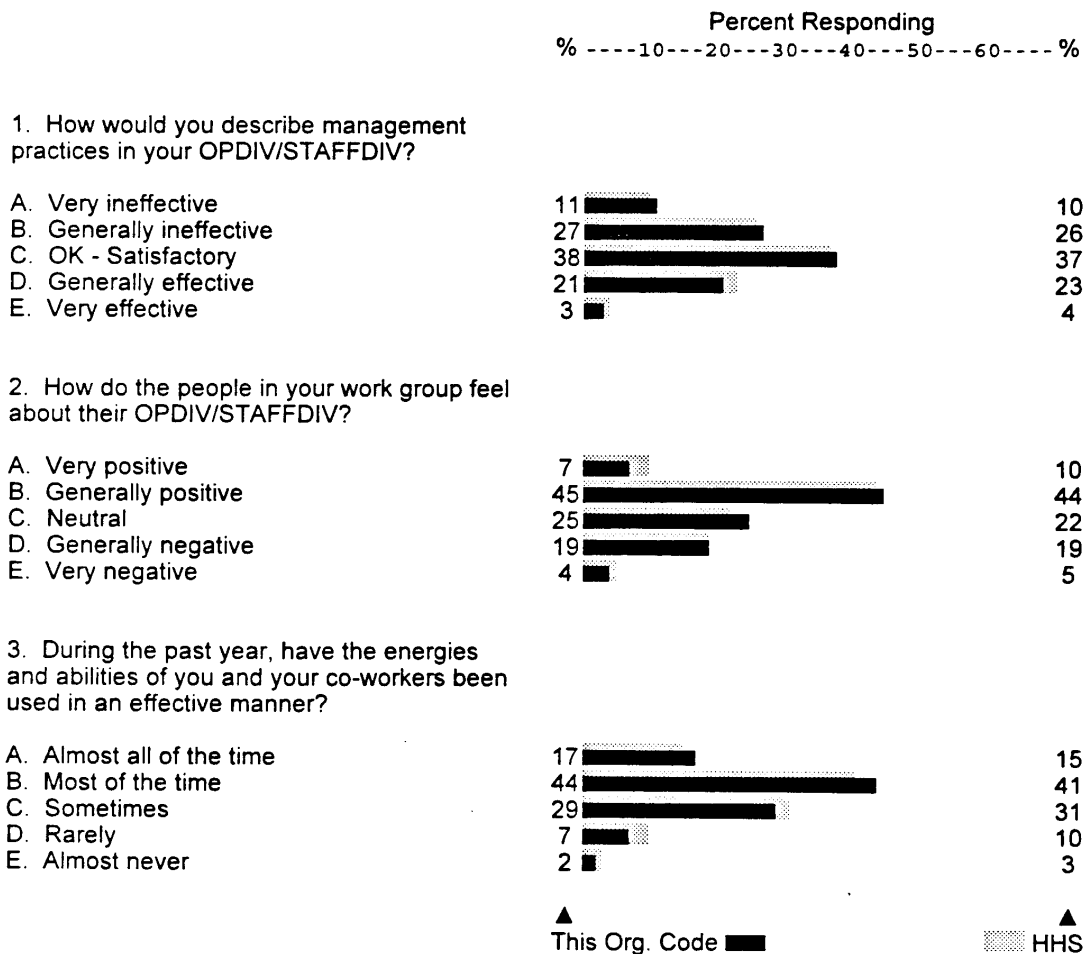
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HUMAN RESOURCE MANAGEMENT INDEX Results on Individual Questions

Organizations, like individuals, are neither uniformly perfect nor problematic. Responses to individual questions can give an idea of those aspects of work life that are most satisfying or most troublesome to employees. If your component is part of a larger organization, you can compare the data from the larger organization with your own. Since the data do not tell how much emphasis should be placed on any individual area, you will want to involve employees in setting priorities for follow-up action. Use the information below to celebrate your strengths and guide your improvement efforts, but interpret it cautiously given its limitations.



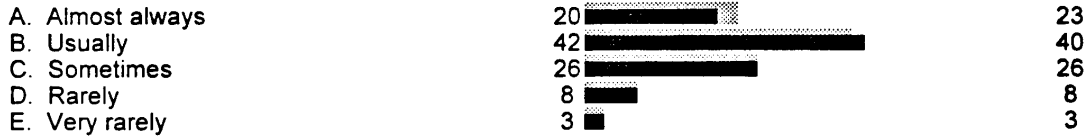
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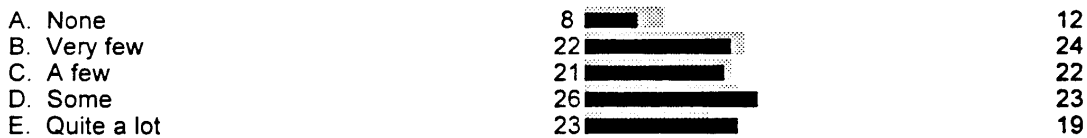
Page 4

Percent Responding
% ---10---20---30---40---50---60---%

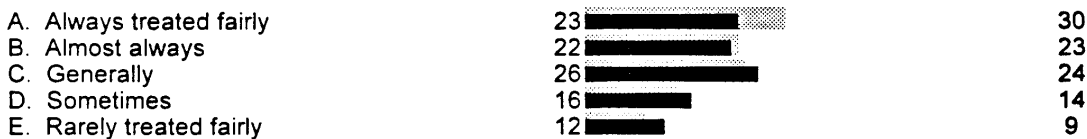
4. Is the work of your group seen as highly effective by others?



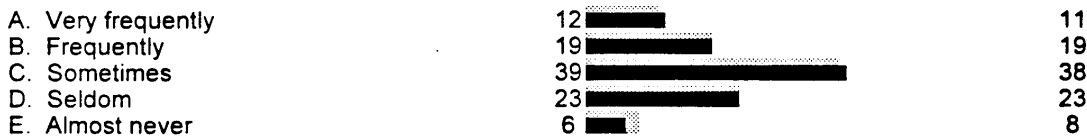
5. Are there any signs of employee discontent (sick leave abuse, complaints, or arguments) in your work group?



6. Are people treated fairly with regard to training opportunities, length of lunch periods, leave, etc.?



7. Does wasted effort occur in your work group because of poor planning?



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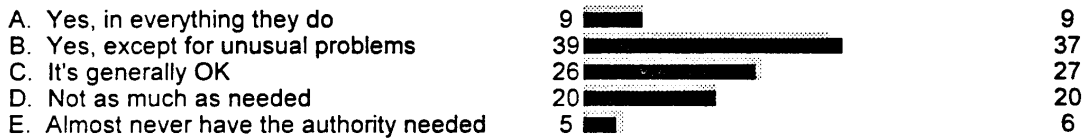
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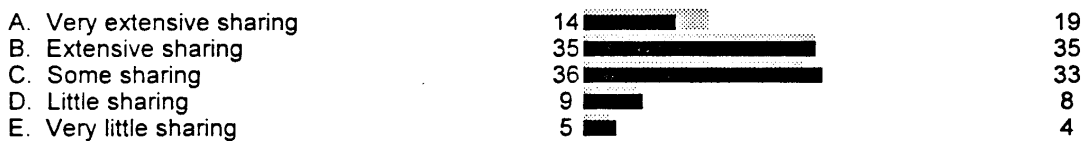
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Percent Responding
% ----10----20----30----40----50----60----%

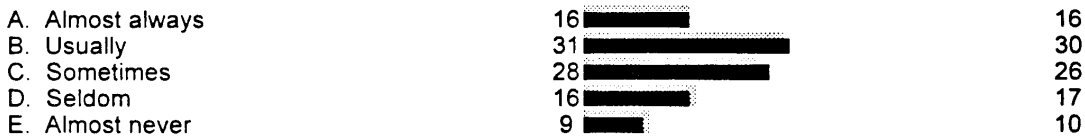
8. Do the employees in your group have the authority they need to do their jobs well?



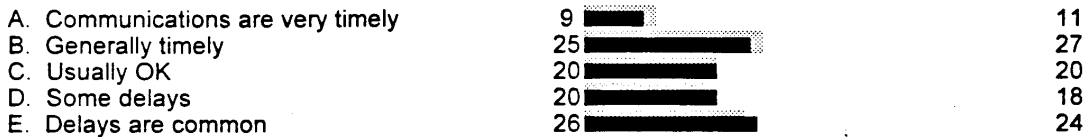
9. Do the people in your work group share their expertise, knowledge, and skill to help get the work out?



10. When performance is discussed, are members of your work group told of ways to improve their performance?



11. Is information about what is happening in the organization communicated to your work group in a timely fashion?



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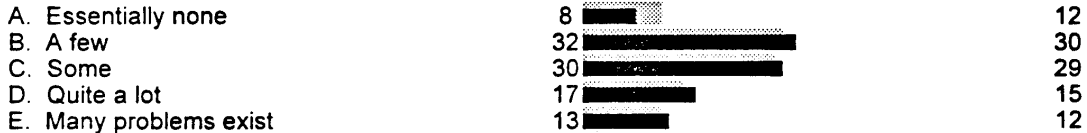
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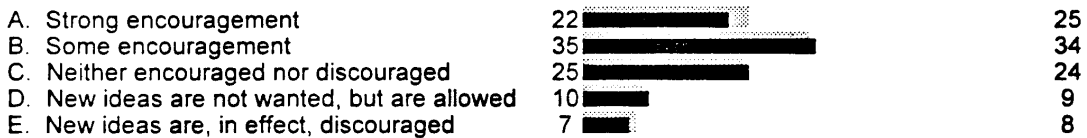
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Percent Responding
% ---10---20---30---40---50---60---%

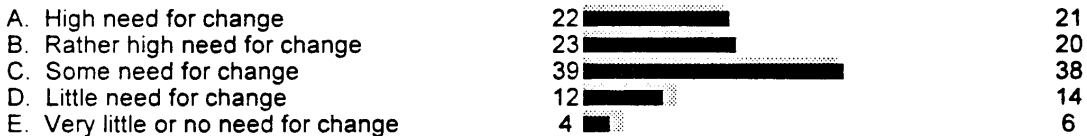
12. Are there any continuing problems that reduce the efficiency of your work group?



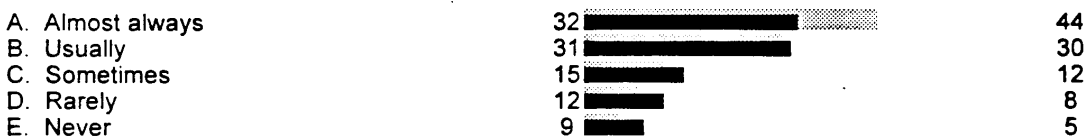
13. How much encouragement is given to people in your work group to try new approaches for getting the work done?



14. Is there a need for change in your work group? Consider if your work group could benefit from improved management practices, different policies and procedures, etc.



15. Are you able to balance your work and family life through the use of flexible scheduling and leave options provided by your OPDIV/STAFFDIV?



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Percent Responding
% ----10----20----30----40----50----60---- %

16. Are your managers and co-workers supportive of your using flexible scheduling and leave options to help you balance work and family life?

A. Very supportive	27		37
B. Generally supportive	34		31
C. Neutral	21		18
D. Generally unsupportive	10		7
E. Very unsupportive	8		6

17. Do you see the union(s) and management working in partnership to improve the quality of work life in your OPDIV/STAFFDIV?

A. Almost always	5		5
B. Frequently	10		10
C. Sometimes	26		24
D. Seldom or never	26		21
E. I don't know	33		40

18. In the Department of Health and Human Services, have union-management partnerships had a positive effect on service to the public?

A. Yes, substantial positive effect	4		4
B. Yes, moderate positive effect	14		12
C. Limited positive effect	14		12
D. Little or no positive effect	20		17
E. I don't know	47		55

19. What is your grade or rank?

A. GS 1-8 and all WB, WG, WL, WS, WT	32		17
B. GS 9-12, CC 1-4	40		35
C. GS/GM 13-15, CC 5-6, FC, AD	24		45
D. SES, SBRS, ALJ, ASG, SL, ST	1		2

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